

## Position Description

### Senior Manager Practice Excellence

<b>Branch</b>	Organisational Excellence
<b>Award</b>	Social, Community, Home Care and Disability Services Award (SCHCADS) – Grade 7
<b>Reports to</b>	Executive Manager, Organisational Excellence
<b>Supervisory responsibilities</b>	< 6 Reports
<b>Budget Management</b>	Narrow accountability
<b>Probationary period</b>	6 months from date of appointment
<b>Position description created</b>	September 2020
<b>Approved by</b>	Senior Manager – People and Culture
<b>Review date</b>	September 2021

## Our Values

**Integrity** Acting fairly, honestly, openly and consistently.

**Inclusion** Valuing diversity, connection, belonging and social justice for all.

**Learning** Improving our knowledge and understanding.

In all our connections with staff, stakeholders and participants we acknowledge and recognise resilience, and we focus on potential and capacities, not on limitations or shortcomings.

## Position Purpose

The Organisational Excellence Branch drives Social Futures' accountability and performance through consistent application of quality, compliance, reporting, practice excellence, learning, development and contract management. The Organisational Excellence Branch has a core focus on relationship management as the first point of participant contact, organisational administration and management of alliances and subcontractors.

The Senior Manager, Practice Excellence leads a small team in delivering and developing a range of services and initiatives to support practice excellence across the organisation, including the Social Futures Practice Principles, learning and development and child and adult safety. This role leads and supports organisational strategies to ensure the quality and consistency of organisational learning and development activities are continually improved and aligned with the Practice Framework and other organisational requirements.

## Key Accountabilities

- Manage the ongoing development and implementation of evidence-based tools and resources that support the Social Futures Practice Principles and delivery of high-quality services.
- Provide effective leadership to the Practice Excellence team and deliver and develop a comprehensive suite of workforce learning and development services across service delivery branches and the broader organisation
- Collaborate with managers and leaders to ensure services are responsive to the changing needs of the organisation and that best practice approaches to service delivery, learning and development, leadership development, and child and adult safety are implemented and maintained
- Manage the development of practice excellence procedures, guidelines and practices
- Support managers to implement initiatives, including a communities of practice approach, within Branches and teams to develop organisational capability across practice excellence functions
- Develop and implement processes to identify organisational learning priorities and manage the development of systems to support the implementation, monitoring and evaluation of all processes and initiatives
- Represent Social Futures in a manner which reflects the principles of the Social Futures Practice Framework and the organisation's values

## Key challenges

*Challenges regularly encountered in the position which describe the complexities the position is expected to manage*

- Organisational capacity building role requiring content development and delivery combined with team leadership in multiple specialty areas including child and adult safe practice
- Maintaining a high standard of customer service at all times in a complex and dynamic environment involving competing priorities
- Collaborating with a wide range of stakeholders to continually improve high quality program delivery and ensure good fidelity to organisational practice principles.

## Key relationships

*The key stakeholders and customers the position is expected to interact with routinely*

Who	Why
Internal	
Manager	<ul style="list-style-type: none"> <li>• Provide advice to influence service outcomes and support organisational improvement</li> <li>• Report on performance against agreed measures and discuss future directions</li> <li>• Identify emerging issues and risks and their implications and propose solutions</li> </ul>
Direct Reports	<ul style="list-style-type: none"> <li>• Manage, guide and support to achieve agreed goals and objectives</li> <li>• Provide direction, set performance expectations and manage performance and development</li> </ul>
Team	<ul style="list-style-type: none"> <li>• Contribute to the team's achievement of its key performance indicators</li> </ul>
Broader Social Futures Team	<ul style="list-style-type: none"> <li>• Provide active, contributing leadership, advocating the organisational vision, strategy and values, and inspiring a performance driven culture</li> <li>• Provide expert advice on services and activities of the Team</li> </ul>
Key Internal Customers	<ul style="list-style-type: none"> <li>• Manage relationships to ensure services meet current and evolving needs and expected service delivery standards</li> <li>• Engage in service design and evaluation, to continually improve operations, service delivery models and solutions</li> </ul>
External	
External customers and participants	<ul style="list-style-type: none"> <li>• Facilitate relationships to ensure services meet current and evolving needs and expected service delivery standards</li> <li>• Engage in service design and evaluation, to continually improve operations, service delivery models and solutions</li> </ul>
Funding agencies, delivery partners, community and government	<ul style="list-style-type: none"> <li>• Develop, promote and manage relationships to support the development of programs and services to meet current and evolving needs</li> <li>• Establish collaborative networks and relationships to share ideas and learnings, maintain currency of issues and leverage intelligence</li> </ul>
External vendors and service providers	<ul style="list-style-type: none"> <li>• Develop and manage relationships to ensure a high standard of service delivery and compliance with contractual requirements</li> </ul>

## Capabilities

Capabilities are the knowledge, skills and abilities required by Social Futures employees to perform their roles efficiently and effectively

Below is the full list of capabilities, and the level required, from the Social Futures Capability Framework. The capabilities in bold are the focus capabilities for this position. Refer to the next section for further information about the focus capabilities

Capability Group	Capability Name	Level
Personal Attributes	<b>Display Resilience and Courage</b>	<b>Advanced</b>
	Act with Integrity	Advanced
	Manage Self	Advanced
	Value Diversity	Adept
Relationships	<b>Communicate Effectively</b>	<b>Advanced</b>
	Commit to Customer Service	Advanced
	Work Collaboratively	Advanced
	Influence and Negotiate	Advanced
Results	<b>Deliver Results</b>	<b>Advanced</b>
	Plan and Prioritise	Adept
	Think and Solve Problems	Adept
	<b>Demonstrate Accountability</b>	<b>Advanced</b>
Business Enablers	Finance	Adept
	Technology	Adept
	Procurement and Contract Management	Adept
	<b>Project Management</b>	<b>Advanced</b>
People Management	<b>Manage and Develop People</b>	<b>Advanced</b>
	Inspire Direction and Purpose	Adept
	Optimise Business Outcomes	Adept
	<b>Manage Reform and Change</b>	<b>Advanced</b>

## Focus capabilities

Capabilities which position incumbents must demonstrate immediate competence. Behavioural indicators should be reviewed in conjunction with the position's key accountabilities.

Group	Level	Behavioural Indicator
<b>Personal Attributes</b>  Display Resilience and Courage	Advanced	<ul style="list-style-type: none"> <li>stay calm and act constructively in highly pressured and unpredictable environments</li> <li>give frank, honest advice in the face of strong, contrary views</li> <li>accept criticism of own ideas and respond in a thoughtful and considered way</li> <li>welcome new challenges and persist in raising and working through novel and difficult issues</li> <li>develop effective strategies and show decisiveness in dealing with emotionally charged situations, difficult and controversial issues</li> </ul>
<b>Relationships</b>  Communicate Effectively	Advanced	<ul style="list-style-type: none"> <li>present with credibility, engage varied audiences and test levels of understanding</li> <li>translate technical and complex information concisely for diverse audiences</li> <li>create opportunities for others to contribute to discussion and debate</li> <li>actively listen and encourage others to contribute inputs</li> <li>adjust style and approach to optimise outcomes</li> <li>write fluently and persuasively in a range of styles and formats</li> </ul>
<b>Results</b>  Deliver Results	Advanced	<ul style="list-style-type: none"> <li>drive a culture of achievement and acknowledge input of others</li> <li>investigate and create opportunities to enhance the achievement of organisational objectives</li> <li>make sure others understand on-time and on-budget results are required and clearly define overall success</li> <li>control output of business unit to ensure organisational outcomes are achieved within budget</li> <li>progress organisational priorities and ensure effective acquisition and use of resources</li> <li>seek and apply the expertise of key individuals to achieve organisational outcomes</li> </ul>
<b>Results</b>  Demonstrate Accountability	Advanced	<ul style="list-style-type: none"> <li>design and develop systems to establish and measure accountabilities</li> <li>ensure accountabilities are exercised in line with Social Futures' business goals</li> <li>exercise due diligence to ensure work health and safety risks are addressed</li> <li>oversee quality assurance practices</li> <li>model the highest standards of financial probity, demonstrating respect for public monies and other resources</li> <li>monitor and maintain business unit knowledge of and compliance with legislative and regulatory frameworks</li> <li>incorporate sound risk management principles and strategies into business planning</li> </ul>

<p><b>Business Enablers</b></p> <p>Project Management</p>	<p>Advanced</p>	<ul style="list-style-type: none"> <li>• prepare scope and business cases for more ambiguous or complex projects including cost and resource impacts</li> <li>• access key subject-matter experts' knowledge to inform project plans and directions</li> <li>• implement effective stakeholder engagement and communications strategy for all stages of projects</li> <li>• monitor the completion of projects and implement effective and rigorous project evaluation methodologies to inform future planning</li> <li>• develop effective strategies to remedy variances from project plans, and minimise impacts</li> <li>• manage transitions between project stages and ensure that changes are consistent with organisational goals</li> </ul>
<p><b>People Management</b></p> <p>Manage and Develop People</p>	<p>Advanced</p>	<ul style="list-style-type: none"> <li>• refine roles and responsibilities over time to achieve better business outcomes</li> <li>• recognise talent, develop team capability and undertake succession planning</li> <li>• coach/mentor staff and encourage professional development and continuous learning</li> <li>• provide timely, constructive and objective feedback to staff</li> <li>• address/resolve team and individual performance issues, including serious unsatisfactory performance, in a timely and effective way</li> <li>• implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives</li> </ul>
<p><b>People Management</b></p> <p>Manage Reform and Change</p>	<p>Advanced</p>	<ul style="list-style-type: none"> <li>• clarify purpose and benefits of continuous improvement for staff and provide coaching and leadership in times of uncertainty</li> <li>• assist others to address emerging challenges and risks and generate support for change initiatives</li> <li>• translate change initiatives into practical strategies and explain these to staff and their role in implementing them</li> <li>• implement structured change management processes to identify and develop responses to cultural barriers</li> </ul>

## Selection Criteria

*Comprises Essential Requirements and Knowledge, Skills and Abilities derived from the focus capabilities*

- Tertiary qualification in social work, social science, psychology, human services or education or equivalent experience
- Experience in developing and implementing training resources and strategies, including facilitating training to a wide variety of participants, and adapting for individual differences such as culture and ability
- Demonstrated ability to effectively lead the development, implementation and evaluation of a Learning and Development Framework within a human service setting
- Experience in developing staff and stakeholder's knowledge and skills in relation to theoretical concepts, and their practical application, within a Practice Framework
- Experience in developing and leading a team
- Well-developed understanding of supporting evidence-based practice in culturally aware, trauma informed, child safe, person-centred support and reflective practice
- Highly developed consultation, stakeholder engagement, negotiation and liaison skills that ensure cooperation, accountability and continuous improvement in a whole of organisation change management approach

*All positions will require current National Police and Working with Children Checks as a condition of employment.*

## Inherent Requirements

*Physical and psychological work environment characteristics that are inherent requirements of the position*

Element	Key Activity	Frequency
<b>Work Environment</b>	Manage demanding and changing workloads and competing priorities	Daily
	Work in a team environment	Daily
	Work in different geographic locations	Occasional
	Be exposed to all outdoor weather conditions	Rare
	Work office hours with the possibility of extended hours	Occasional
	Work in an open plan office	Frequently
	Work in buildings which may have multiple stories	Daily
	Reasonably high levels of mobile phone use	Daily
	Sit at a computer or in meetings for extended periods	Daily
<b>People Contact</b>	Liaise with our team members	Frequently
	Liaise with government, non-government, businesses, and other community organisations	Daily
	Liaise with clients/customers	Frequently
<b>Administrative Tasks</b>	Undertake administrative tasks, which include computer work, data entry, participating in meetings and sitting and concentrating for long periods of time	Daily
	Use technology including photocopier, mobiles, projectors, video conferencing, electronic whiteboards	Frequently
<b>Transport</b>	Drive vehicles possibly over long distances and in all traffic and weather conditions	Occasional
	Use public transport including trains, buses, air travel and taxis	Occasional

Where possible Social Futures will make reasonable adjustments to enable individuals with disabilities to perform the inherent requirements of their position.



## Position Evaluation

*For People and Culture Team Use Only. All Social Futures positions are evaluated using a Position Evaluation System to determine position classification and salary.*

Element		
1	Planning of operations, projects, services or activities typically required of the position	Level G- Planning at an operational and delivery level is necessary to coordinate a range of activities across a number of Departments
2	Freedom of the position to act (autonomy)	Level F – Decisions will normally be made by the position holder as the specialist staff/ technical expert with minimal review by the next level of management
3	Methods of analysis commonly used to solve problems and the level of innovation and creative thinking in the job	Level F – Problems are complex and the solution requires investigation, analysis and evaluation of information that is not readily available and with the application of technical expertise
4	The level of verbal communication skills required of the position	Level D - Address contentious matters through discussion and response to achieve settlement
5	The level of written communication skills required of the position	Level E – Write non-standard correspondence, reports, and submissions that require original content, wording, sentence and paragraph construction
6	Risk Consequence	Level D – Major
7	Minimum level of practical experience required of the position in addition to required qualifications	Level E – 5 years up to 7 years
8	Leadership and work coordination skills required of the position	Level F – Leadership and organisational skills are required to manage and control a broad range of work areas or a large and diverse Department The position is responsible for team building and development and for the achievement of a broad range of goals
9	Number of employees for whom the position is accountable	Level B – Up to five people
10	Annual value and complexity of expenditure and accountability for budget implications required of the position	Level D2